Connections

INSIGHTS

Steve Zaidman
Director, ASD-1

Visibility: Are you getting out of the office enough?

When was the last time you visited our internal colleagues and external customers? What have you heard directly from the IPT's; airlines; user groups; DOD; the ATS organization; airframe, avionics, and ground equipment manufacturers?

Are you satisfied that you are getting sufficient information and feedback from the external world? If your answer is yes, great, stop reading. If not, there is a problem, and please continue.

Our visibility to the external ASD world is essential to how well we do our job. The more we know about what is going on around us, and the more visible we are to others, the better we are able to perform many of our jobs. Insular thinking will kill us.

I have observed that being informed by others is much more important than thinking internally. The key to the continued success of our work in architecture, systems engineering, configuration management, investment analysis, budget, policy and planning, etc., is tied to how visible we make ourselves to the external world and how well we understand the various perspectives that contribute to our efforts.

PROJECT REVIEW

The JRC: Optimizing FAA Acquisitions

The Joint Resources Council (JRC) is more than a new FAA group. The JRC is a new emphasis on making the best corporate acquisition decision based on complete and coordinated information.

In the past, the FAA acquisition process led the agency, at times, to take on programs it did not have the resources to support. Some FAA programs also ran into cost problems after implementation, and program fixes interfered with funding for existing programs. Decisionmaking data was not as complete as it could have been, and there was little coordination with the budgeting process. In addition, acquisition programs compete for even scarcer resources caused by shrinking Federal budgets.

Bridging FAA Business Lines

To address past issues and build a better process, the JRC was formed to bring together the senior executives from across the FAA's business lines to jointly participate in the acquisition management system and budgeting process. The JRC is accountable for all resource-related decisions and,

with its corporate-wide perspective, can prioritize FAA needs across mission areas.

JRC members include the Associate Administrators for each of the seven FAA lines of business; the Assistant Administrators for System Safety and for Policy, Planning, and International Aviation; and representatives from the Office of the Chief Counsel and the Chief Financial Officer. The JRC's role in the overall acquisition management lifecycle is to serve as the FAA's decisionmaking group for decisions on mission need, investment, and changes to the acquisition program baseline.

The JRC is responsible for reviewing and recommending approval of the Facilities and

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The JRC: Optimizing FAA Acquisitions

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Equipment (F&E) and Research, Engineering, and Development (R,E&D) budget submissions and coordinating with the Operations budget. The JRC is also responsible for approving the NAS Architecture, which forms the baseline for all investment decisions affecting the NAS.

ASD's Role in the JRC

The JRC first comes into play at the beginning of the acquisition management system, making the mission need decision. The line of business with the mission need submits a mission need statement to the JRC. ASD-200, which serves as the Executive Secretariat for the JRC, ensures a mission need statement is ready for submittal before a mission need or acquisition program is presented to the JRC.

Once the JRC approves a mission need statement, the investment analysis (IA) phase begins. During the IA phase, ASD's program directorates 100, 300, and 400 support the JRC process. Since ASD-100 takes the lead in NAS Architecture baselining, it provides technical NAS Architecture data and recommendations.

ASD-400 provides the leadership for the cross-agency Investment Analysis Teams (IAT) that conduct the analysis work; prepare the reports on the priority of need, funding alternatives, technology opportunities, and market surveys; and recommend the acquisition solution to the JRC.

ASD-300 is instrumental in the affordability assessment process which evaluates the cost, schedule, priority, and resources of each investment alternative. ASD-300 leads the System Engineering/Operational Analysis Team's (SEOAT) effort to conduct the affordability assessment that is provided to the IAT.

ASD-200 makes sure the JRC has the documentation it needs to make the investment decision. These documents include the revalidated mission need statement, investment analysis report, requirements document (descriptions of cost, schedule, performance, benefits, and elements of physical integration for the investment, including property, and communication systems, etc.), and acquisition program baseline.

JRC's Decisionmaking

The JRC reviews the work of the IAT, selects a solution, and approves an acquisition program. The Integrated Product Team (IPT) takes over at this point and is empowered to execute the most economical means to achieve the program goals.

Since the JRC has an agency-wide perspective, it is able to prioritize programs to optimize FAA resources. If the JRC decides a proposed new investment program provides greater value to the FAA as a whole than existing programs, financing for those existing programs will be reduced to accommodate the new program.

To avoid the problems of project costs increasing after implementation has begun, the JRC must approve any baseline changes to a project. For added protection against project cost overruns, the JRC has the authority to stop a program if it believes it may exceed the baselines established in the acquisition program baseline document. In fact, by Congressional Authorization language, if a program exceeds its baseline in cost, schedule, or performance by 50%, the Adminis-

Type of JRC Decision	Point in Acquisition Management Lifecycle	Action Resulting from Decision
Mission Need Decision	End of Mission Analysis Phase	Mission need validated; Investment analysis begins.
Investment Decision	End of Investment Analysis Phase	Most economical solution is selected. IPT designated to implement.
Baseline Change Decision	Solution Implementation	Changes to the Acquisition Program Baseline (affecting cost, schedule, benefit, or performance) may (or may not) be made based on JRC decision.
Production Decision (If authority is retained by JRC at Investment Decision)	Solution Implementation	Production may be initiated, based on program's success in development and testing.
In-Service Decision (If authority is retained by JRC; i.e., decisions with major NAS safety or capacity effects, or high financial stakes.)	End of Solution Implementation Phase	Solution is ready to be fielded, and the new product system or facility goes into operational use. IPT retains support responsibility (with ATS) after deployment.

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NAS Architecture Version 2.5: The Community Responds

The aviation community responded enthusiastically to the chance to comment on Version 2.0 of the National Airspace System (NAS) Architecture by submitting roughly 2,300 comments. Version 2.5, a document containing the comments from nearly 200 organizations, is slated for release at the end of February.

The comments were in response to the release of Version 2.0, a proposed blueprint for the NAS over the next 20 years. Over 3,000 copies of Version 2.0 were distributed in October 1996 to FAA offices, other Federal Government agencies, state and municipal offices, airlines, trade associations, and the aviation industry.

The majority of comments were general in nature and favorable to the development of a NAS Architecture. Comments on communications, navigation, and surveillance issues ranked high in number, followed closely by automation.

The comments on Version 2.0 were distributed for review to the Integrated System Teams (IST) and Subject Matter Experts (SME) from groups within the FAA and external organizations. The IST's and SME's are analyzing each comment to identify general themes or issues that must be addressed in the next substantive iteration of the NAS Architecture — Version 3.0.

Version 2.5: Continuing the Dialogue

The commenting process opens a dialogue among the FAA and external groups. Version 2.5 will provide feedback to the aviation community on the overall response to Version 2.0, and identify areas of common ground among the commenting groups, and areas where consensus may not be practical.
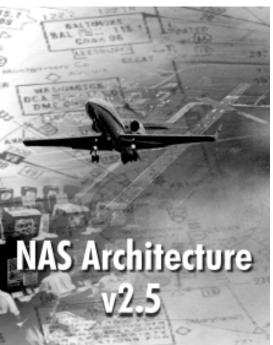
A draft of Version 3.0, which will contain only one proposed NAS Architecture, is expected to be submitted to the Joint Resources Council (JRC) in July. JRC approval of the Architecture baselines is anticipated in mid-October, with the official release of Version 3.0 scheduled for the end of October.

A Closer Look at the Issues

In the area of **communications**, comments touched on the issue of replacing existing air-to-ground radios with digital technology in the next generation air-to-ground communication (NEXCOM) system. Comments raised questions about protocol for the use of the NEXCOM system and the possibility of integrated voice and data capabilities. Retiring aging ground-to-ground communication systems was supported, raising the issue of whether new equipment should be leased or purchased.

Concerns about the vulnerability of using the Global Positioning System (GPS) supplemented by the Wide Area Augmentation System (WAAS) as a sole means of **navigation** were expressed in the comments. More attention will be focused on this area in the development of Version 3.0.

Comments on **surveillance** suggested retirement of some long range radars. The FAA was encouraged to achieve the ability to share radar data so fewer radars will be necessary and the possibility of consolidating facilities can be explored. The commenting groups also supported introducing ADS-B avionics and ground systems to provide the ability to monitor all airport surface traffic movements. The question of how much should be spent on upgrading surveillance capabilities was also raised in the comments.

Spreading the Word

To ensure all FAA regions are well-informed of Version 2.0 and the aviation community reaction to it, ASD has been involved in outreach efforts. To date, ASD has visited the Eastern and New England Regions and is currently scheduling outreach visits to other regions.

Upon publication of the document, Version 2.5 will be available on-line by visiting ASD's web site at *http://asd.orlab.faa.gov* or by requesting a copy via cc:mail at *Archv2@faa.dot.gov*. ASD anticipates mailing out copies of Version 2.5 to the 3,000 recipients of Version 2.0 on record. In the near-term, ASD is working to place the comments in a data base on the Internet for the community to access. ∎

New Acquisition Reform Guidance Published

Guidance on Mission Analysis, Investment Analysis, and Joint Resources Council — three key components of the new Acquisition Management System (AMS) — were recently published. Below is a brief description of each process.

The **mission analysis** process provides an assessment of the critical-ity of mission needs and allows the agency to prioritize where it spends its resources. The mission analysis guidelines include procedures for preparing and submitting Mission Need Statements (MNS) to the Joint Resources Council (JRC) and devel-oping periodic summaries of mission analysis trends as part of the strategic planning process. Each FAA line of business may tailor its own mission analysis process within the framework of the mission analysis guidelines.

According to the guidelines, ASD's role in the mission analysis process includes the following: leading the ARA line of business in conducting mission analysis and developing the MNS; evaluating MNS's to determine how the mission need relates to the overall NAS Architecture; providing administrative and technical support during mission analysis; maintaining the MNS database along with sched-ules and status of each MNS; and developing and maintaining an on-line library of all JRC-approved MNS's.

Investment analysis is used to determine the best overall solution for satisfying a mission need. The investment analysis process is man-aged by the Investment Analysis Staff (IAS) in ASD-400, receiving critical support from other FAA offices.

Investment analysis prioritizes and optimizes the allocation of scarce FAA resources by studying initial requirements, alternatives, candidate solutions, trade-offs between require-ments and solutions, and affordability of the

candidate solutions.

Investment analysis is used when: (1) a new MNS is approved by the JRC; (2) an existing MNS needs to be revalidated because the need is coming to the end of its economic service life or approved lifecycle funding stream; and (3) there is a significant program change during solution implementation or in-service management.

An Investment Analysis Team (IAT) performs the specific investment analysis. The IAT is a corporate endeavor that includes subject matter experts from the sponsoring organi-zations, acquisition organizations/IPT's, and other organizations as necessary. Upon completion of the analysis work, the viable solutions are recommended to the JRC for final investment decision.

JRC is the agency's decisionmaking group for mission need, investment, and acquisition program baseline change decisions. It also is respon-sible for review and recommended approval of the F&E and R,E&D budget submission and for approval of the NAS Architecture baseline. ASD-200 oversees the JRC process. For more information, see the front page story. ◼

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For copies of the guidance documents, use the Internet to access **FAST** (http://fast.faa.gov) or, for Mission Analysis, contact **Steve Bradford**, ASD-130, (202) 358-5224; for Investment Analysis, contact **Richard Cox**, ASD-401, (202) 358-5309; and for JRC, contact **Bob Wein**, ASD-200, (202) 358-5294.

Visibility: Are you getting out of the office enough?

If you are not getting out enough, please do so immediately. Establish contacts — go to the second floor in Portals — take the shuttles to Market Square and FOB-10A — find col-leagues in ATS, AVR, SETA, and MITRE whom we depend on. Go to ATA, AOPA, NBAA, Boeing, ARINC, Honeywell, Lockheed Martin, Raytheon, and others. I feel that many of us can gain from more exposure and increased visibility and the dialogue this produces.

I also believe that we lack a data-base of subject matter experts and contacts at these organizations. You can develop one by passing around an attendance list at meetings or by asking your friends, supervisors, or me for names. I will do all I can to assist you. All you need to do is ask.

Remember, if you think you are not getting enough visibility outside ASD, then you are not working as effec-tively as you can. Agree? ◼

ASD Mission

To provide the National Airspace System (NAS) architecture and supporting technical, programmatic, and investment analyses to support agency acquisitions and planning that deliver benefits to all NAS users and service providers. This is achieved by working together through a positively motivated, diverse, involved, and informed workforce.

Family and Medical Leave Act Finalized

The Office of Personnel Management (OPM) has issued final regulations for the Family and Medical Leave Act (FMLA).

The act provides 12 weeks of unpaid leave during a 12-month period for: the birth of a child and care of newborns; arrangements associated with adoption or foster care; care of an employee's spouse, child, or parent with a serious health condition; and serious health conditions that prevent employees from performing essential duties.

Under the act:

• Agencies are required to inform employees of their right to use the FMLA.

• Employees must tell supervisors in advance that they intend to take FMLA leave. Employees cannot retroactively ask for FMLA leave or ask after being absent from work.

• Supervisors may request medical certification of the employee's illness or that of a family member.

In addition, several definitions were expanded by OPM's final regulations.

Legend for ASD Program Directorates

ASD-10
Resource Management Staff

ASD-20
Technical Contract Support Staff

ASD-100
Architecture & System Engineering

ASD-200
Evaluation & Configuration Management

ASD-300
NAS Programming & Financial Management

ASD-400
Investment Analysis & Operations Research

These include:

Health care provider. Those recognized by the Federal Employees Health Benefits Program, certified under federal or state law, recognized Native American "traditional healing practitioner" or providers practicing in a foreign country.

Serious health condition. Now specifically included are: chronic conditions, such as asthma, diabetes, and conditions requiring multiple treatments, such as chemotherapy or kidney dialysis.

Spouse. The act complies with the definition of "spouse" in the Defense of Marriage Act. Under FMLA, an agency may provide greater leave entitlements. The FAA is providing greater leave entitlements (12 administrative workweeks of unpaid leave) by using the broad definition of family member. This definition includes "any individual related by blood or affinity whose close association with the employee is the equivalent of a family relationship." While the FAA does grant greater leave entitlements to employees who are not entitled to FMLA coverage, the leave is not an entitlement under the FMLA.

Substitution of paid leave. Employees cannot substitute compensatory time and credit hours for leave without pay (LWOP) under FMLA. However, annual leave or sick leave may be substituted for LWOP. Arrangements must be made in advance. ∎

OPM Policy Changes to Emergency Dismissal and Closure Procedures

The Office of Personnel Management (OPM) made two policy changes to the Emergency Dismissal and Closure Procedures for the Washington D.C. area. An adjusted home departure policy replaces the current delayed arrival policy. Under the new policy, if an emergency delays the opening of Federal agencies, employees will be permitted to leave their homes later than their normal departure times. For example, if the Federal Government is opening two-hours late, employees who leave for work at 7 a.m. would delay departure until 9 a.m.

The adjusted work dismissal policy allows employees to leave work early relative to their normal departure time when an emergency has been announced. For example, if a three-hour early dismissal is authorized by OPM, employees who would normally leave work at 5 p.m. would be able to leave at 2 p.m. ∎

Please listen to the media for delay and closure announcements in cases of inclement weather or other emergencies.

Notable Quotable

"Long-range planning does not deal with future decisions but with the future of present decisions."
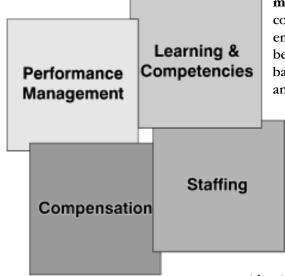
— **Peter Drucker**
Management Consultant and Writer

HUMAN RESOURCE MANAGEMENT UPDATE

Why Do We Need HRM Reform?

You've heard that change is coming soon. You know Research & Acquisitions (ARA) is developing new ways of recruiting, training, and rewarding employees. What is driving these changes? How will modifying ARA's human resource management system make ARA a more effective organization?

First and foremost, behind Human Resource Management (HRM) Reform is the need for change in the FAA as a whole. The agency is faced with the challenges of a decreasing budget and the task of reforming its inefficient acquisition management system. To meet these challenges head on, the FAA needs a motivated workforce with the right skills to get the job done.

Changes to the current HRM system are needed because the system does not give FAA lines of business the flexibility they need. Specifically, managers do not always have enough flexibility to put the right people in the right positions, make sure employees have needed skills, or encourage employees to excel beyond minimum job requirements. HRM Reform is designed to give ARA that flexibility.

For example, under the current compensation system employees receive uniform annual pay increases and progress through a series of positions based on the amount of time they spend in a job grade. Since time-in-grade is a key factor in salary increases, this system does not encourage employees to excel or improve their skills.

Under the reformed **compensation system**, the percentage of base pay used to calculate annual pay increases will no longer be the same for all employees. There will be competency levels rather than grade levels. Pay ranges will be established based upon what the market pays for certain competencies. Job progression and the resulting salary increases will be based on an individual demonstrating his or her competencies. With HRM Reform, ARA will also have the flexibility to reward high performers with a higher compensation. Compensation based on performance and competencies rather than time-in-grade will encourage excellence and continuous improvement among employees, and top performers will be rewarded for their efforts.

ARA's new **performance management system** will encourage high performance among employees by shifting from being behavior-based to being outcome-based. Performance outcomes and measures will be jointly developed by employees and their managers and will identify what employees are expected to contribute toward ARA's goals.

To make sure employees have the skills to meet the future needs of the FAA, we must identify our **employees' competencies**. We must also identify the competencies ARA must have to succeed. So, with HRM Reform, employee skills will be

analyzed to identify gaps in competencies — current skills versus future required skills. Employees will work to develop the skills they lack with active instead of passive learning in a self-directed learning environment.

ARA's reformed training system, known as the **learning system**, will encourage true learning as demonstrated competencies will be necessary for job advancement and resulting pay increases. Focusing on individual needs and requiring and rewarding demonstrated competencies will ensure ARA's employees have the skills they need to do their jobs effectively.

HRM Reform will also give ARA more flexibility to get the right people into the right positions. ARA managers are hindered by the current **staffing system**, which does not allow them to quickly and efficiently fill positions. To efficiently find employees within ARA who have the skills needed for a certain job, ARA will develop a database of current employee competencies and the competencies needed for our success. ARA is also exploring new ways of hiring from outside the FAA and the Federal Government, including private and public sector exchange programs.

A new office in ARA, the Office of Business Management (ABZ), is being formed to manage the implementation of HRM Reform. Teams within ARA are currently developing strategies to implement the new compensation, performance management, learning, and staffing systems, with all components scheduled to be in place by October 1998. It is important to remember the FAA requested the opportunity to change the way it manages its human resource function in order to open the door for other major improvements, mainly Acquisition Reform. The 1996 Department

Performance Management

Learning & Competencies

Compensation

Staffing

TEAM SPOTLIGHT : Investment Analysis Teams

FAA-wide **Investment Analysis Teams (IAT)** are being formed to support and conduct specific investment analyses for each approved mission need. The teams are required as part of the FAA's new Acquisition Management System to improve the agency's decisionmaking.

These teams consist of engineering and acquisition specialists from the Integrated Product Teams, operations analysts from the sponsoring organization, and ASD systems engineering and investment analysts.

Recently formed teams are conducting investment analysis for the National Airspace System Infrastructure Management System, Early Deployment of Conflict Probe, Personnel/Payroll Systems (or WINGS -- Workforce Information Next Generation System), Precision Approach & Landing, and Advanced Oceanic Automation System.

An IAT was formed in February to work on the **National Airspace System (NAS) Infrastructure Management System (NIMS),** and it is currently establishing a program baseline along with the NIMS Product Team. A System Engineering / Operational Analysis Team meeting was scheduled for February and a Joint Resources Council (JRC) meeting for March to review and decide on a funding baseline for the implementation of NIMS. The IAT plans to complete an investment analysis study on Phase II and III Implementation of NIMS by October.

The kick-off meeting for a mini-IAT for an **Early Deployment of Conflict Probe** was held in January. The team was formed to work on the data and documentation needed for a full-scale development decision of an early conflict probe on the D-controller side based on User Request Evaluation Tool (URET). The team is currently focusing on

whether URET is the only viable approach to conflict probe in 1999. The team has divided into working groups to gather information to evaluate the validity and risk of URET. Under the FAA's current planning, the decision on when to deploy a conflict probe and which solution or combination of solutions to implement is being deferred until more information is gathered from several ongoing evaluations. Current financial constraints are pushing conflict probe implementation beyond the year 2000.

A mini-IAT for **Personnel/Payroll Systems (or WINGS -- Workforce Information Next Generation System)** was formed after alternative solutions were presented to the JRC in January. The IAT will look for less expensive alternatives than those presented to the JRC and assess the effects on potential benefits. A parallel effort was also initiated to examine alternative funding schemes to help the system stay within tight budget constraints. The team is working to develop alternatives that reflect different levels of functionality, examine alternative implementation schedules, and estimate defensible Rough Order of Magnitude (ROM) cost and benefit values for these alternatives. The JRC plans to make initial investment decisions by early March.

The **Precision Approach &**

Landing (PAL) IAT is accomplishing its tasks in three workgroups. A Requirements Workgroup is currently involved in validating and refining requirements for future CAT II/III systems based on existing and emerging requirements. An Alternatives Analysis and Criteria Workgroup is examining CAT II/III alternatives that will implement these requirements in the NAS. An Affordability Workgroup is identifying the necessary information that will be needed to present the alternatives to the System Engineering and Operations Analysis Team.

The **Oceanic IAT** was formed in January. The team is looking at the revised plan for the Advanced Oceanic Automation System, since funding levels will not allow implementation of Build 2 of the Oceanic System Development and Support contract. A new "Build 1.5" has been developed that is achievable within current budget constraints by optimizing benefits such as maintenance savings and controller productivity. The IAT is in the process of estimating costs and benefits of Build 1.5, and it is scheduled to present the system to the JRC in March.

For more information on the work of the IAT's, contact the team leads. For information on **NIMS**, contact Ken Chin (ASD-400) at (202)358-5417, or Evan Soffer (ASD-400) at (202)358-5400. For information on **Early Deployment of Conflict Probe**, contact Dave Knorr, ASD-420 at (202)358-5196. For information on **Personnel/Payroll Systems,** contact Allan Lewis, ASD-420, at (202)358-5155. For information on **PAL**, contact Mike Flores, ASD-410, at (202)358-5217. For information on the **Oceanic IAT**, contact Ellis Feldman, ASD-420, at (202)358-5215 or Dave Knorr, ASD-420, at (202)358-5196.

EMPLOYEE NEWS

Arrivals

Ann Tedford was reassigned from AUA as the ASD-140 supervisor on February 2. Previously Ann served as Deputy Leader of En Route IPT and Deputy Program Manager of the Initial Sector Suite System.

Dr. Floyd Hollister has been detailed to ASD effective January 18 for 120 days to work with the NAS Architecture organization. Dr. Hollister is participating in an Intergovermental Personnel Act assignment which allows the Federal government to exchange executives in state and local government, academic institutions, and industry.

Departures

Beverly Daniel retired from the FAA (ASD-200) on January 3, 1997.

ARA Quarterly Awards

ARA awards are given quarterly to recognize exceptional employee achievements and contributions. ARA award winners in ASD for this quarter are:

The **NAS Architecture Core Team,** which received a group award for its outstanding work in developing Version 2.0 of the NAS Architecture, a proposed blueprint for the NAS over the next 20 years.
NAS Architecture Core Team members include:
Jerry Baker, ASD-ll0
Felix Rosario, ASD-ll0
Laura Zeman, ASD-420
Harkey Mayo, AND-l00
Wayne Mackenzie, ATR-l00
Bob Henson, AFR-l0l
Mark Schneider, AFR-l0l

The **OASIS OCX Team** was recognized for fully embracing the new philosophy of the Acquisition Management System. The team's quick and efficient work on the OASIS Investment Analysis led to a positive investment decision by the JRC.
OASIS OCX Team members include:
Gerald Demuth, ATO-l20
Bill R. Smith, ATR-320
Kurt Comisky, Bridgeport AFSS
Al Laird, Melville AFSS
Dennis LaMagna, AOS-540
Jim McCullough, ACT-223
Ron Richardson, AUA-420
Rudy Watkins, AUA-420
Brent Phillips, ASD-l30
Vince Schultz, ASD-ll0

ASD Awards

ASD Awards recognize the exceptional contributions of ASD employees.
Brent Phillips, ASD-l30, was recently awarded for his outstanding work on the source selection and investment analysis activities for the OASIS procurement.

PROJECT REVIEW

The JRC: Optimizing FAA Acquisitions

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trator is required to terminate the program.

What Lies Ahead

The JRC is in full operation and will be involved in the agency's budgeting process for the first time as it approves budgeting decisions for fiscal year 1999. The first major step is the baselining of the NAS Programs, which is currently scheduled for early April.

With ASD's role in managing the JRC process, conducting the investment analyses, and assessing affordability, the partnership between ASD and the JRC is important to achieving the JRC's objective — which is, optimizing FAA acquisitions and making good corporate investment decisions. ■

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For more information, contact:
Bob Wein, ASD-200, (202) 358-5294.

HRM UPDATE

Why Do We Need HRM Reform?

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of Transportation Appropriations Bill directed the FAA to develop and implement a new personnel management system that would be more efficient, less expensive than the current system, and provide greater flexibility in hiring, training, compensating, and locating FAA personnel. The elements of HRM Reform are designed to do just that.

Under the new human resource approach, personnel management will be viewed as part of ARA's and the agency's overall strategy, and no longer just a necessary organizational function. By changing its human resource system to have a more strategic focus, ARA is serving as a pilot for the FAA, and the FAA is serving as the test pilot for eventual HRM reform throughout the Federal Government. ■

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For more information, contact:
Tom Bryan, ASD-10, (202) 358-5256.

TEAM SPOTLIGHT

Investment Analysis Teams

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For information on IAT's working on **Next Generation Air-to-Ground Communications (NEXCOM)**, **Host/Enhanced Direct Access Radar Channel (EDARC) Replacement**, and **Air Traffic Control Beacon Interrogator (ATCBI) Replacement,** see the December issue of *ASD Connections.* ■